# British Columbia Ministry of Labour

# ANNUAL PERFORMANCE REPORT
## 2000 - 2001

BRITISH COLUMBIA

Ministry of Labour

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Annual Performance Report
2000 - 2001

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## TRANSMITTAL LETTERS

Honourable Lieutenant Governor
Province of British Columbia

May It Please Your Honour:

I herewith present the Annual Performance Report for the Ministry of Labour for 2000/2001.This report outlines that ministry's activities from April 1, 2000 to March 31, 2001 and is an accurate account of the achievements of the previous administration and fulfills my obligation as the current minister responsible.

Graham Bruce
Minister

Honourable Graham Bruce
Minister
Province of British Columbia

Minister:

I herewith submit the annual report of the Ministry of Labour for the fiscal year beginning April 1, 2000 and ending March 31, 2001.

Lee Doney
Deputy Minister
Ministry of Skills Development and Labour

# British Columbia Ministry of Labour
# Annual Performance Report
# 2000 - 2001

# British Columbia Ministry of Labour
# Annual Performance Report
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# British Columbia Ministry of Labour
# Annual Performance Report
# 2000 - 2001

## STRATEGIC CONTEXT

### Vision

Employees and employers working together to create workplaces that are safe, fair and productive, and that promote prosperity and dignity for both employers and employees. A controlled, accountable and responsible gaming industry where gaming revenue is utilized for the public good.

### Mission

Our mission is to work in partnership with employers and employees to promote workplaces that are fair, safe, productive and harmonious, in order to facilitate a quality working life. We also work to administer employment related legislation and policies to foster a strong economy and the social and economic well being of all British Columbians.

It is also our mission to work to provide leadership and direction in the management of provincial gaming operations, and to promote public confidence in, and the integrity of gaming activities in British Columbia.

### Values

The Ministry of Labour is committed to implementing government policy and delivering effective services through a valued and skilled ministry workforce in accordance with the following values:

- Integrity
- Fairness
- Efficiency
- Thoroughness
- Accountability
- Innovation
- Responsiveness

## Ministry Purposes

The purposes of the Ministry of Labour are:

- To promote harmonious relationships between employers and workers.
- To ensure that workers enjoy basic standards of working conditions, compensation and a healthy, safe working environment.
- To promote the ability of workers to meet work, family and community responsibilities.
- To ensure that employment pension plans meet basic standards in providing retirement incomes for workers and retired persons.
- To promote entry level trades training and apprenticeship training to ensure British Columbians have the necessary skills to perform quality work.
- To support economic development and employment opportunities in B.C.
- To promote compliance with regulatory frameworks intended to protect the rights and well being of workers.
- To work in partnership with all provincial gaming regulatory agencies and stakeholders to ensure an open, accountable and rigorous framework for the administration of gaming in B.C. that instils public confidence and maintains a balance between the interests of charities, the gaming industry, the public and governments.

## Ministry highlights

- In June 2000, the ministry worked with Industry Training and Apprenticeship Commission and the Ministry of Advanced Education, Training and Technology to amend the automotive trade definitions under the Industry Training and Apprenticeship Regulation. The definitions under this regulation define the trades for which trade certification is compulsory in British Columbia. Specifically, the amendment clarified that trade certification is only compulsory for Automotive Service Technicians working in the retail sector. It also amended the definition of an Automotive Refinishing Technician to recognize the existence of a newly designated, non-compulsory trade, Automotive Refinishing Prep. Technician.

- In April 2000, the ministry assisted with the development of the *Public Education Support Staff Collective Bargaining Assistance Act*. Under this Act, the Minister of Labour appointed an Industrial Inquiry Commission (IIC) to work with employers and unions to reach a collective agreement for support workers in the K-12 sector. The minister also appointed an IIC to examine the structure, practices and procedures for support staff bargaining for the province's public school system.

- The ministry conducted public consultations with key stakeholders to review B.C.'s minimum wage. In cooperation with stakeholders, a *Regulatory Impact Statement* and research documents for use by the general public on issues related to B.C.'s minimum wage were prepared. Amendments to the Employment Standards Regulation adjusted minimum wage to $7.60 effective November 1, 2000 and $8.00 effective November 1, 2001.

- Amendments to the *Employment Standards Act* to ensured parental leave provisions were enhanced to match the new federal *Employment Insurance* parental benefit period.

- A call for public submissions on family leave provisions under the *Employment Standards Act* was undertaken in cooperation with the Ministry of Women's Equality.

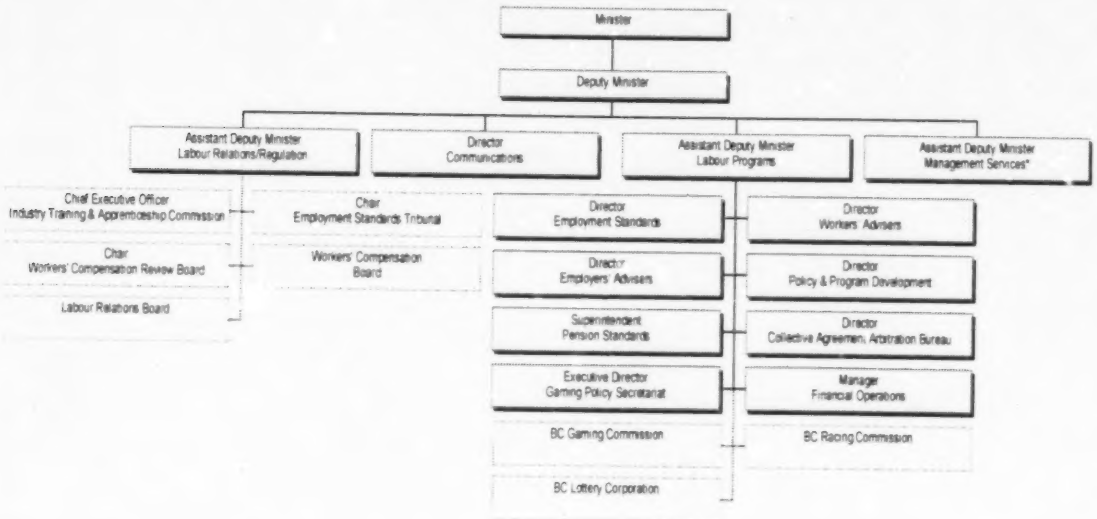
- Working with the Ministry of Finance's *Streamlining Initiative* and *Business Task Force* the ministry evaluated new ways to cut unnecessary or burdensome regulations.

## Report on resources

| | Budget 01/02 (000s) | | FTEs | |
|---|---|---|---|---|
| | **Estimates** | **Actual** | **Estimates** | **Actual** |
| Minister's Office | 403 | 505,171 | 6.0 | 8.7 |
| Labour Relations and Labour Programs | 17,942 | 18,300 | 208.5 | 211.9 |
| Labour Relations Board | | 7,632 | 85.5 | 69.0 |
| Workers Compensation Review Board and Compensation Advisory Services (net of recoveries) | 1 | | 176.0 | 153.1 |
| British Columbia Racing Commission | 5,046.5 | 5,250.5 | 18.0 | 17.9 |
| British Columbia Gaming Commission | 4,322 | 4,005.7 | 69.0 | 64.6 |
| Gaming Policy Secretariat (net of recoveries) | 1 | | 12.0 | 8.8 |
| **TOTAL** | **35,347.5** | **35,347.5** | **575.0** | **533.9** |

## Corporate Profile

Ministry of Labour (March 2001)



## MINISTRY OF LABOUR PROGRAMS AND BRANCHES

### Collective Agreement Arbitration Bureau

The Collective Agreement Arbitration Bureau (CAAB) was established under Section 83 of the *Labour Relations Code* to ensure that unresolved mid-contract disputes between employers and trade unions are settled fairly and promptly. The Bureau receives applications by either party, under specific sections of the Code, to appoint an arbitrator (Section 86), appoint a settlement officer to assist the parties in settling the difference (Section 87), resolve a difference by expedited arbitration (Section 104) or refer a grievance to a mediator-arbitrator for an expeditious and informal resolution (Section 105).

### Communications Branch

The Communications Branch provides leadership in the timely, cost-effective and consistent development, implementation and evaluation of all ministry communications.

### Employers' Advisers Branch

Employers' Advisers are appointed under Section 94 of the *Workers Compensation Act* to provide independent advice, assistance, representation and training to employers, potential employers, and employers' associations concerning workers' compensation issues.

The Employers Advisers Office provides information and skills development training to Employers, Associations, and workers on Workers Compensation Accident Prevention, Disability Management and Appeal process/procedures.

### Employment Standards Branch

The Employment Standards Branch promotes compliance with the *Employment Standards Act*, and the *Skills Development and Fair Wage Act*, and provides services to the Collective Agreement Arbitration Bureau (CAAB) and the Labour Relations Board (LRB).

The *Employment Standards Act* sets minimum standards of wage payments, overtime, vacation, statutory holidays, leaves, compensation for termination of employment, hours of work, employment of children and employment agencies

The *Skills Development and Fair Wage Act* establishes minimum wage rates and trade qualifications on all publicly funded construction projects with a pre-tender value of $250,000 or more.

**Employment Standards Tribunal**

The Employment Standards Tribunal was established in November 1995 under Part 12 of the *Employment Standards Act* as an independent body with the legal authority to conduct an appeal of a Determination. Determinations cannot be appealed directly to the Courts.

The Chair of the Tribunal appoints adjudicators as independent decision-makers to consider the evidence conduct appeals. The decision of the Tribunal's adjudicator is final and binding.

**Financial Operations Branch**

The Manager of Financial Operations is responsible for forecasting, monitoring and reporting on the budget for the Ministry of Labour. This includes the preparation of executive financial summary documents, expenditure and revenue reports, decision papers and other material required to reconcile and assist the annual budget process.

The Manager, along with one support staff, works closely with the Management Services Division to ensure ministry requirements are planned and met in the areas of expenditures and revenue, trust accounts, facilities, vehicles and data systems, and in the management of FTEs (staffing allocations measured as 'full-time equivalents').

**Labour Policy and Program Development Branch**

The Labour Policy and Program Development Branch provides policy advice and program development support to senior ministry officials, the Labour Programs and Labour Relations divisions, and other program areas of the ministry, regarding all acts and policies of the ministry.

**Management Services Division**

Since a government restructuring in February 1996, all management services for the Ministry of Labour are provided by a central division, which also provides management services to the Ministry of Education; the Ministry of Advanced Education, Training and Technology; and, the Industry Training and Apprenticeship Commission.

The Management Services Division delivers corporate support services to the ministry, including. financial and administrative services; freedom of information and protection of privacy advice and support; information management; and, human resources services.

**Pension Standards Branch**

The Superintendent of Pensions and the Pension Standards Branch are responsible for the administration of the *Pension Benefits Standards Act*.

The Act is designed to protect the interests of British Columbia pension plan members by setting minimum standards for British Columbia pension plans in areas such as funding, disclosure to members, eligibility, vesting, survivor benefits and portability.

The Superintendent also approves locked-in Registered Retirement Savings Plan and Life Income Fund contracts offered by financial institutions.

**Workers' Advisers Branch**

Workers' Advisers are appointed under Section 94 of the *Workers Compensation Act* to advise and assist clients in resolving their problems with the Workers' Compensation Board (WCB).

## PERFORMANCE MEASURES/target analysis

**GOAL:** **Appropriate and effective systems are in place to facilitate healthy and safe workplaces**

The Workers' Compensation Board (an independent agency) is responsible for administering the *Workers Compensation Act*, including developing and enforcing occupational health and safety regulations. While major objectives such as reducing the rate of workplace injury and days lost due to workplace accidents are more appropriately identified and measured by the Board, there are some areas where the ministry can contribute to the overall goal of healthy, safe and productive workplaces. The ministry is able to contribute to this goal in meaningful ways through advisory services for workers and employers, as well as by developing legislation as required.

**Outcome:** **Healthy and safe workplaces.**

**Output:** **A reduction in the Workers' Compensation Board (WCB) all-industry injury and illness rate.**

| Output Indicator | 1999 | 2000 | 2001 (target) | 2002 (target) |
|---|---|---|---|---|
| *WCB all-industry injury and illness rate | 4.6 | 4.0 | 4.0 | 3.7 |

**Notes:*

1. *The WCB reports on a calendar year basis.*
2. *The "all-industry injury and illness rate" measures the number of time loss illnesses and injuries first paid in the year of injury per 100 person years of employment.*
3. *The Workers' Compensation Board (WCB) is an independent agency under the auspices of the Ministry of Labour. This WCB indicator is provided as an easy reference to advise of progress toward a shared ministry goal. The WCB publishes an annual report, which explores B.C. occupational health and safety indicators in greater detail.*

**OBJECTIVE**

Greater understanding of the workers' compensation system by employers and workers.

**STRATEGY**

Making the worker and employer communities more knowledgeable and self reliant by providing information as well as education and training sessions.

**OBJECTIVE**

Employers are better able to manage the risks and consequences of workplace illness and injury.

**STRATEGY**

Provide expert advice to employers through the Employers' Advisers Office.

Support early resolution of issues and disputes thorough early intervention.

Regionalize program service delivery to ensure equitable levels of service throughout the province.

**Outcome: Effective employer education and advisory services to facilitate a fair workers' compensation system.**

**Output: Advisory services provided to employers by the Employers' Advisers Office.**

| Indicator | 1998/99 | 1999/00 | 2000/01 |
|---|---|---|---|
| Office Inquiries | 97,879 | 95,984 | 145, 578** |
| Submissions/ Hearings assisted with* | 575 | 526 | 692 |
| File Preparation | 7,789 | 8,433 | 10,393 |

**Includes submissions and hearings related to WCB claims, appeals to the WCRB, appeals to the Appeal Divisions, appeals to the Medical Review Panel, and Sanction Penalties.*

***Beginning in 2000/01, this figure also includes web site inquiries*

**Output:** **Access to educational seminars for employers conducted by the Employer's Advisor's Office.**

| Indicator | 1998/99 | 1999/00 | 2000/01 (est.) |
|---|---|---|---|
| Educational seminars conducted | 326 | 358 | 209 |

**OBJECTIVE**

Injured workers receive useful advice, support and assistance in a timely manner.

**STRATEGY**

Provide expert advice to injured workers, their dependents and their representatives through the Workers' Advisers Office.

Support early resolution of issues and disputes through early intervention.

Regionalize program service delivery to ensure equitable levels of service throughout the province.

**OBJECTIVE**

Effective legislation is in place.

**STRATEGY**

Provide legislative and regulatory support to the WCB as they implement the new Occupational Health and Safety regulations and other service enhancement measures.

Draft legislation as directed by Cabinet after Cabinet has fully reviewed and considered the final report of the Commission of Inquiry into the workers' compensation system, and on other issues as they arise.

**Outcome:** **Appropriate and effective education and assistance to workers, survivors and dependents to facilitate a fair workers compensation system.**

**Output:** **Effective delivery of services mandated under the Workers Compensation Act – advice, assistance, and representation in cases with merit.**

| Indicator | 1998/99 | 1999/00 | 2000/01 (est.) |
|---|---|---|---|
| Number of inquiries to which the Workers Advisers' Office provided mandated services | 92,457 | 98,689 | 151,100* |
| Number of submissions to WCB to secure early resolution of problems | 541 | 612 | 675 |
| Written and hearing submissions to all appeal bodies in cases with merit | 903 | 915 | 919 |

* *Beginning in 2000/01 this figure also includes website inquiries*

**Output:** **Educational modules for workers, their representatives, and other organizations to prevent unnecessary appeals and develop informed representatives.**

| Indicator | 1998/99 | 1999/00 | 2000/01 (est.) |
|---|---|---|---|
| Educational presentations provided to injured worker groups, unions, professional associations, constituency assistants, Ministerial assistants and other public groups. | 32 | 34 | 33 |

**GOAL – Harmonious relationships between employers and employees**

The Ministry of Labour is responsible for the *Employment Standards Act*, which sets minimum standards of compensation and working conditions for most employees in B.C. The ministry's Employment Standards Branch administers this Act.

The ministry is also responsible for the *Labour Relations Code*, which governs all aspects of collective bargaining amongst the provincially regulated employers and employees to whom the Code applies. The Code also establishes the Labour Relations Board, which has exclusive jurisdiction to hear and determine applications and complaints under the Code and to make orders that it deems appropriate.

Through this legislation, as well as through targeted employment standards initiatives, the ministry works to promote an environment where employers and employees can work together harmoniously; where workers rights are protected and businesses are able to grow and create jobs.

**OBJECTIVE**

Compliance with the *Employment Standards Act*.

**STRATEGY**

Raise awareness of employment standards through publications, education, and website development.

Provide investigation and settlement services, and dispute resolution for employment standards complaints.

**OBJECTIVE**

Workers are able to effectively balance work and family responsibilities.

**STRATEGY**

Make balancing work and family a consideration in all employment standards legislative and policy decisions.

Look at ways to ensure that industries can grow and create jobs while continuing to protect workers by listening to issues raised by employees and employers, and by monitoring initiatives in other jurisdictions.

**OBJECTIVE**

Effective and accessible service to clients with employment standards questions and complaints.

**STRATEGY**

Promote early intervention where disputes between employers and employees are resolved prior to a formal compaint being filed with the Employment Standards Branch.

Continue to send out bulletins and directives to investigative staff to ensure they are up to date on current issues that could affect the outcome of employment standards complaints.

**Outcome: A fair system of dispute resolution concerning wages and entitlements under the Employment Standards Act that offers opportunities for timely settlement of claims, as well as appropriate avenues of appeal.**

**Output: Number of claims settled voluntarily and by determination.**

(The indicators below show a "funnel" of how employment standards complaints are resolved, beginning with the most timely and least costly resolution (voluntary settlement), and working down to more complicated and time consuming cases.)

| **Indicator** | **1999/00** | **2000/01 (est.)** |
|---|---|---|
| Number of complaints received by the Employment Standards Branch (ESB) | | |
| Received | 11,311 | 11,526 |
| Assigned* | 11,088 | 11,829 |
| Closed* | 16,036 | 12,507 |
| *Assigned/Closed could also include those from previous fiscal year | | |
| Number of ESB complaints settled voluntarily | 4,309 | 4,574 |
| Number of ESB determinations written: | | |
| Corporate Determinations | 1609 | 1,497 |
| Director's Determinations | 520 | 489 |
| Penalty Determinations | 951 | 926 |

**Output: Timely appeal decisions which are final and binding**

(The indicators below show a "funnel" of how employment standards appeals are resolved, beginning with the most timely and least costly resolution (informal settlement), and working down to more complicated and time consuming cases.)

| Indicator | 1999/00 | 2000/01 |
|---|---|---|
| Appeals and reconsideration requests received by the Employment Standards Tribunal (EST) | 880 | 855 |
| Appeals and reconsideration requests closed | 812 | 837 |

* *The Employment Standards Tribunal is an independent tribunal at arm's length from the ministry, providing dispute resolution regarding the application and interpretation of the* Employment Standards Act *and the* Skills Development and Fair Wage Act.

**Outcome: Employers and employees have access to timely services regarding employment standards complaints.**

| Indicator (Outputs) | 1999/00 | 2000/01 |
|---|---|---|
| Employment Standards Branch (ESB) Complaints Backlog | N/A | 512 to Feb 28/01 |
| Files are assigned to an ESB officer within 14 days of being filed (for offices with no backlog) | N/A | 82% |
| Files are concluded by ESB and go to determination within 90 days of being assigned to an officer | 4,924 | 5,924 |

**OBJECTIVE**

Harmonious relationships between employers and employees.

Stability and fairness in labour relations in B.C.

**STRATEGY**

Monitor discussions between the Labour Relations Board, organized labour, and Business regarding labour relations issues in B.C., with a view to providing long-term policy and legislative support.

Encourage and assist in the expedited resolution of disputes during the term of collective agreements.

**Outcome: Harmonious relationships between business and labour.**

**Output: Ratio of work stoppage duration time to time worked by employees.**

| Indicator | 1998 | 1999 | 2000 | 2001 | 2002 (target) |
|---|---|---|---|---|---|
| Ratio of work stoppage duration time to time worked by employees | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 (maintain) |

* *The Labour Relations Board (LRB) is an independent agency under the auspices of the Ministry of Labour. This indicator is provided as an easy reference to advise of progress toward a shared ministry goal. The LRB publishes an annual report that explores the status of B.C. labour relations in greater detail.*

**GOAL – Retirement income security for British Columbians**

The ministry's Pension Standards Branch administers the *Pension Benefits Standards Act* in the interests of B.C. pension plan members. The Branch ensures that all B.C. pension plans meet the minimum standards set out in the Act, and provides advice and information to pension plan members and plan administrators.

**OBJECTIVE**

Well managed, secure pension plans.

Compliance of B.C. pension plans with the *Pension Benefits Standards Act* (PBSA).

Pension plan members and administrators receive expert advice and information in an efficient and effective manner.

**STRATEGY**

Regular consultation with the Pensions Advisory Council, made up of pension experts, for advice and expertise.

Review plans registered by the Superintendent thoroughly to ensure plans comply with the PBSA, which sets minimum standards for B.C. pension plans.

Continue to make efficient, effective service a priority.

Provide expert advice and information to pension plan members and plan administrators.

**Outcome: Retirement income security**

| Indicator | 1998/99 | 1999/00 | 2000/01 | 2001/02 (target) |
|---|---|---|---|---|
| Average Funded Ratio of Multi-Employer defined benefit pension plans (*assets divided by liabilities)* | .920 | .947 | .980 | .983 |
| Average Funded Ratio of Single Employer defined benefit pension plans (*assets divided by liabilities)* | 1.113 | 1.145 | 1.293 | 1.237 |

- *The average funded ratio is an indicator of the aggregate financial health of B.C. pension plans. The funded ratio of pension plans is affected by many factors, including interest rates, investment markets, employment, and the decisions of pension plan administrators.*
- *The funded ratio is beyond the direct control of the Pension Standards Branch. However, if the average funded ratio declines, it is a signal to the Pension Standards Branch to increase monitoring efforts, and intervene where there might be pension plans that are not complying with the funding rules in the legislation.*
- *The targets are based on the economic and other assumptions commonly used in the actuarial valuation reports of these plans.*

**GOAL – Effective and appropriate support to the Industry Training and Apprenticeship Commission to allow it to achieve a successful, industry-driven training and apprenticeship system**

The Industry Training and Apprenticeship Commission (ITAC) is an arms-length agency of the provincial government that was developed to enhance and expand industry training and apprenticeship programs. The Ministry of Labour and the Ministry of Advanced Education, Training and Technology have shared responsibility for ITAC. While the major objectives of the overall goal to achieve a successful industry-driven training and apprenticeship system are identified and reported on by ITAC, the Ministry of Labour contributes to ITAC's ability to meet its objectives by providing legislative and regulatory support.

**OBJECTIVE**

Well developed legislation and regulations that allow ITAC to meet its objectives and fulfil its mandate.

**STRATEGIES**

Work closely with ITAC in identifying legislative and regulatory needs.

Draft and develop legislation and regulations as required.

**Outcome: Accessible industry-driven training and apprenticeship programs**

| Indicator | 1999/00 | 2000/01 (est.) |
|---|---|---|
| *Number of training spaces created | 23,000 | 25,687 |

* *The Industry Training and Apprenticeship Commission is an independent agency under the auspices of the Ministry of Labour and the Ministry of Advanced Education Training and Technology. These indicators are provided as easy reference to advise of progress toward shared ministry goals. ITAC publishes an annual report that explores the status of B.C. apprenticeship programs in greater detail.*

**GOAL – Effective, accountable and responsible provincial gaming policies**

**OBJECTIVES**

Public confidence in the administration of gaming in B.C.

A balance between the interests of charities, the gaming industry, the public and governments.

**STRATEGIES**

Coordinate the implementation of government decisions that flow from gaming issues.

Communicate effectively with all stakeholders including governments, charities, the gaming industry, communities and the public on government gaming policies and gaming issues.

Monitor the gaming industry in B.C. and in other jurisdictions to identify emerging trends, issues and impacts and develop appropriate action plans to address them.

**Outcome: Effective use of B.C. gaming revenue**

| Indicator | 1998/99 | 1999/00 | 2000/01 |
|---|---|---|---|
| Percentage of gross gaming revenue directed to the public good* | 30% | 41% | 40% |

- **Includes gaming proceeds directed to charities, municipalities, and regulatory agencies. The remaining proceeds go to prizes, the cost of operating gaming activities, or various gaming service providers.*
- *While the amounts are generally calculated based on gross gaming activity in the province, casino revenues are net of prizes.*

In June 1999, the Province of British Columbia and the Union of B.C. Municipalities signed a Memorandum of Agreement, which, among other things, outlined how community and destination casino revenues would be shared with host local governments.

Revenue sharing dollars (rounded) to host local governments between June 1, 1999 and December 31, 2000 are as follows:

- New Westminster: $ 9.9 million
- Burnaby: $ 9.6 million
- Vancouver: $ 6.5 million
- Nanaimo: $ 4.7 million
- Kelowna: $ 3.2 million
- Richmond: $ 3.2 million
- Kamloops: $ 2.7 million
- Prince George: $ 2.2 million
- Vernon: $ 2.0 million
- Penticton: $ 1.5 million
- Surrey: $ 1.5 million
- Quesnel: $ 970,000
- Victoria: $ 655,000

## Appendix 1: Glossary of Performance Planning and Reporting Terms

**Annual performance Report:**

A ministry document, required by the *Budget Transparency and Accountability Act* (BTAA), to be tabled in the Legislature by June 30 every year. This report may contain information normally found in a traditional annual report, with the additional requirement that a ministry's performance in meeting its goals and targets is emphasized in the document. The document must link directly back to the ministry's performance plan. The annual performance report for 2000/01 will be the first iteration to replace the traditional annual report style.

**Business area:**

A set of key activities or programs or budget areas related to the purpose, role and mandate of the ministry. Most ministries will have three-to-five key business or program areas; larger ministries may have more.

**Efficiency measure:**

Measuring the relationship between the amount of input (usually dollars or employee-years) and the amount of output or outcome of an activity or program.

**Environmental scan:**

Summary information for critical thinking about, deciding on, and preparing a future course of action. An environmental scan assesses the ministry's internal strengths, weaknesses, challenges and opportunities. The scan examines factors within the ministry that can positively or negatively affect its ability to accomplish its mission, goals and objectives. The scan also assesses external forces that significantly affect the ministry.

**Full-time equivalent (FTE):**

The equivalent of one person working 1,827 hours in one year.

**Goal:** Goals are the long-term ends that the ministry (or a business or program area) wants to achieve in fulfilling its mandate and mission. Goals must be realistic and achievable.

**Input measure:**

A measure of the amount of resources (dollars and FTEs) used to undertake a function.

**Mission:** The reason for the ministry's existence. The statement identifies what the ministry does, why it does it, and for whom. It also reminds the public and other government entities of the unique purposes promoted and served by the ministry. The ministry's goals, objectives and strategies must be consistent with its mission statement.

**Objectives:**
Objectives are concise, realistic, results-oriented statements of what a ministry or program achieves in the short-term on the way to accomplishing its goals. Objectives must be stated in a way that clearly communicates what is to be achieved and measured or assessed, and by when.

**Outcome measure:**
Measuring the results and consequences or changes in conditions, behaviours or attitudes that indicate progress in achieving a program or ministry's mission and goals. Outcomes may be immediate, ultimate, or somewhere in-between.

**Output measure:**
A measure of the level of service provided by a program (i.e., what and how much came out of a program or service). The measurable unit can be a number, percentage or ratio.

**Performance measure:**
A performance measure (sometimes referred to as an indicator) can be used to indicate the degree of success a ministry has in achieving its goals and objectives. When a measure has a specific numeric value attached to one aspect of the performance under consideration, it is then typically referred to as a performance indicator.

**Performance plan:**
A plan that describes a ministry's purpose or mission, its direction or vision, its goals and objectives, the operational strategies it will use to achieve those objectives, and how it will know if it has been successful (i.e., through the use of performance measures and targets).

**Performance target:**
Targets express pre-set, quantifiable performance levels to be attained at a future date.

**Program:** A set of activities with clearly defined, dedicated resources and measurable objectives that are coherent and consistent.

**Result:** A consequence, issue or outcome of an action or series of actions. Often used synonymously with "outcome" and/or "output."

**Strategic context:**
The strategic context of a performance plan provides high-level information that describes where a ministry is now. It usually includes a ministry's vision, mission, values and environmental scan.

**Strategic plan:**
The high-level, government-wide corporate document that outlines the government's vision, mission, values and key priorities for the medium to long term.

**Strategies:** Strategies are the actions that describe how objectives are to be achieved. Other terms used to describe strategies are programs, projects, initiatives and activities, among others.

**Values:** The value statement expresses a ministry's core values or fundamental beliefs. Values define the ministry's management style, organizational values, and code of conduct for personal and organizational behaviour.

**Vision:** A clear and compelling picture of a ministry's preferred future, where the ministry is going, and where it wants to be. This vision must be sufficiently desirable and challenging to motivate and inspire ministry employees and influence decision-making.

## Appendix 2: List of Crowns, Agencies, Boards

### Workers' Compensation Board

The Workers' Compensation Board (WCB) is an independent administrative agency that operates under the authority of the *Workers Compensation Act* and administers the Act for the Ministry of Labour.

The WCB is dedicated to the safety, protection and good health of workers in British Columbia and is funded by employers in industries covered by the Act. The WCB produces its own annual report, which details its activities.

### Workers' Compensation Review Board

The Workers' Compensation Review Board (WCRB) is an independent tribunal set up under Sections 89, 90 and 93 of the *Workers Compensation Act* to hear appeals regarding decisions made by the Workers' Compensation Board (WCB).

The WCRB produces its own annual report, which details its activities.

### Labour Relations Board

The Labour Relations Board hears applications for union certification and decertification, regulates collective bargaining, resolves complaints brought before it under the *Labour Relations Code*, and assists employers and employees in reaching collective agreements.

The Labour Relations Board (LRB) also produces its own annual report, which provides a comprehensive account of its activities.

### Industry Training and Apprenticeship Commission

The Industry Training and Apprenticeship Commission (ITAC) was created in November 1997 as a provincial government-sponsored, industry-driven, arms-length strategic policy board.

ITAC's mandate is to revitalize industry training and apprenticeship in British Columbia, to increase existing apprenticeships and to expand into new occupations.

ITAC produces its own annual report, which details its operations.

**Gaming Policy Secretariat**

The Gaming Policy Secretariat was formed in April of 1998 to oversee the implementation of provincial gaming policies. The Secretariat coordinates policy and operational issues between the various government gaming agencies and advises on gaming policy, procedure and implementation.

**British Columbia Lottery Corporation (B.C.LC)**

The B.C. Lottery Corporation is a crown corporation reporting to the Minister of Labour. The B.C.LC is the province's agent responsible for conducting and managing lottery schemes, all electronic gaming, and casinos under section 207(1)(a) of the *Criminal Code of Canada.*

**British Columbia Gaming Commission**

The B.C. Gaming Commission is an independent commission responsible for the licensing and regulation of charitable gaming under section 207(1)(b) of the Criminal Code. The Commission is responsible for approving charities' access to gaming revenues. It also develops policies and procedures for charitable gaming and is responsible for licensing bingos, social occasion casinos, raffles and gaming events conducted at fairs and exhibitions.

**British Columbia Racing Commission**

The British Columbia Racing Commission regulates horse racing in the province. The Commission is responsible for ensuring a high standard of integrity in standardbred and thoroughbred racing at the seven racetracks across the province. Its principal role is to ensure all race meetings are conducted properly and the interest of the betting public is protected.

## Appendix 3: Legislation

Legislation under Ministry of Labour Responsibility as of March 31, 2001

*Barbers Act*

*Cosmetologists Act*

*Employment Standards Act*

*Fire and Police Services Collective Bargaining Act*

*Fire Department Act*

*Fishing Collective Bargaining Act*

*Horse Racing Act*

*Industry Training and Apprenticeship Act*

*Labour Relations Code*

*Lottery Act*

*Lottery Corporation Act*

*Ministry of Labour Act* (except provisions re gas safety, electrical safety, elevating devices, boiler & pressure vessels)

*Pension Benefits Standards Act*

*Skills Development and Fair Wage Act*

*Workers Compensation Act* (except s. 3 (6))

## Appendix 4: Regional Offices

### Employment Standards Branch Offices

Abbotsford
Burnaby
Courtenay
Cranbrook
Dawson Creek
Duncan
Kamloops
Kelowna
Nanaimo
Nelson
Penticton
Port Coquitlam
Prince George
Surrey
Terrace
Vancouver
Victoria

### Employers' Advisers

Richmond
Abbotsford
Kamloops
Kelowna
Prince George
Victoria

### Workers' Advisers

Kamloops Region
Victoria
Richmond
Prince George Region
Nanaimo

Appendix 5: Other program statistics

**Unionization in British Columbia**

**Per cent of B.C.'s Workforce Belonging to Unions 1991 - 2000****

| Year | Previous "Paid Workers" Series (Old Approach) | Revised "Total Employment Series"(New) |
|---|---|---|
| 1991 | 36.4% | 32.9% |
| 1992 | 36.3% | 32.4% |
| 1993 | 35.7% | 31.4% |
| 1994 | 34.9% | 30.6% |
| 1995 | 34.8% | 30.4% |
| 1996 | 34.8% | 30.3% |
| 1997 | 34.9% | 29.9% |
| 1998 | 36.2% | 30.9% |
| 1999 | 36.2% | 31.1% |
| 2000 | No Longer Available | 30.4% |

**NOTE:** The two figures for union density reflect a major change in the way in which the proportion of union members is calculated by Statistics Canada.

Rather than counting the number of "paid workers" which includes anyone who was an employee as well as self employed individuals who did not employ others, the new approach also includes self-employed workers who also employ others, thus expanding the total number of workers counted.

It should be emphasized that the two sets of percentages are not strictly comparable. The new, lower union density percentage is largely a reflection of the changes to the definition of who is, and is not counted in the workforce.

## WORK STOPPAGES IN BRITISH COLUMBIA
### Three-year comparison by industry 1998 to 2000

| | Stoppages | | | B.C. Workers Directly Involved | | | Duration in Worker Days | | |
|---|---|---|---|---|---|---|---|---|---|
| | 1998 | 1999 | 2000 | 1998 | 1999 | 2000 | 1998 | 1999 | 2000 |
| **ALL INDUSTRIES** | **41** | **56** | **81** | **27,291** | **28,324** | **42,514** | **274,130** | **227,462** | **403,446** |
| PROVINCIAL | 39 | 51 | 80 | 27,056 | 22,917 | 41,114 | 256,519 | 194,065 | 400,796 |
| FEDERAL | 2 | 5 | 1 | 235 | 5,407 | 1,400 | 17,611 | 33,397 | 2,650 |
| **GOODS PRODUCING** | **13** | **11** | **14** | **3,028** | **2,093** | **13,605** | **222,415** | **29,686** | **168,420** |
| | | | | | | | | | |
| Agriculture | 0 | 0 | | 0 | 0 | | 0 | 0 | |
| Forestry | 0 | 0 | 1 | 0 | 0 | 400 | 0 | 0 | 400 |
| Fishing, Hunting | 0 | 0 | | 0 | 0 | | 0 | 0 | |
| Mining & Oil & Gas Extraction | 0 | 0 | 1 | 0 | 0 | 350 | 0 | 0 | 720 |
| Utilities | 0 | 0 | | 0 | 0 | | 0 | 0 | |
| Construction | 0 | 0 | | 0 | 0 | | 0 | 0 | |
| Manufacturing | 13 | 11 | 12 | 3,028 | 2,093 | 12,855 | 222,415 | 29,686 | 167,300 |
| **SERVICE PRODUCING** | **28** | **45** | **67** | **24,263** | **26,231** | **28,909** | **51,715** | **197,776** | **235,026** |
| Trade | 4 | 3 | 7 | 49 | 48 | 204 | 1,489 | 1,759 | 4,214 |
| Transportation/Warehousing* | 2 | 8 | 6 | 191 | 6,011 | 2,163 | 15,016 | 32,465 | 14,206 |
| Information/Cultural Industries | 3 | 5 | 5 | 191 | 1,281 | 1,988 | 3,963 | 17,895 | 8,951 |
| Finance[1] | 2 | 2 | 1 | 156 | 106 | 82 | 3,006 | 1,665 | 978 |
| Professional/Scientific[2] | 0 | 0 | | 0 | 0 | | 0 | 0 | |
| Management[3] | 0 | 0 | | 0 | 0 | | 0 | 0 | |
| Administrative Support[4] | 0 | 0 | | 0 | 0 | | 0 | 0 | |
| Educational Services | 4 | 6 | 40 | 1,331 | 4,523 | 19,410 | 1,001 | 18,396 | 75,840 |
| Health Care/Social Assistance | 5 | 3 | | 20,148 | 10,728 | | 8,855 | 58,529 | |
| Arts, Entertainment & Recreation | 1 | 0 | | 25 | 0 | | 411 | 0 | |
| Accommodation, Food Services | 3 | 7 | 5 | 572 | 913 | 2,407 | 8,174 | 9,976 | 45,961 |
| Other Services | 1 | 5 | 2 | 100 | 467 | 155 | 1,200 | 29,341 | 2,222 |
| Public Administration | 3 | 6 | 1 | 1,500 | 2,154 | 2,500 | 8,600 | 27,750 | 82,654 |

1 Finance, Insurance, Real Estate & Rental and Leasing

2 Professional, Scientific and Technical Services

3 Management of Companies and Enterprises

4 Administrative Support, Waste Management & Remediation Services

* The Limo Jet Gold strike was counted in the number of stoppages but as no figures were available, it was not counted in the number of workers or the number of days lost.

Source: Labour Policy and Program Development Branch, Ministry of Labour